



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF AGRICULTURE**



NATIONAL IRRIGATION COMMISSION

MEDIUM TERM STRATEGIC PLAN

(2023/2024 – 2027/2028)



JULY, 2022



STATEMENT BY THE GOVERNING BOARD CHAIRPERSON

This Strategic Plan aims to guide the execution of activities and assist in dealing with critical issues to improve service delivery in the coming five years. The Commission’s Strategic Plan has been prepared in compliance with the Tanzania Development Vision 2025, The Third Five-Year Development Plan (2021/22 - 2025/26), CCM Election Manifesto (2020-2025), Second Phase of Agricultural Sector Development Programme (2017/18-2027/28), The National Irrigation Master Plan 2018, National Agriculture Policy (2013), National Irrigation Policy (2010), National Irrigation Development Strategy (2010), The National Irrigation Act No. 4 of 2013 as a Legal framework for Management of Irrigation Development and Agenda 10/30 of the Ministry of Agriculture.

This Strategic Plan has pointed out the Commission’s Development Objective, Strategic Objectives and performance indicators. During the preparation of the plan, various stakeholders participated actively and their priorities have been captured and incorporated in order to ensure that the priorities and expectations are strategically planned for implementation. The Strategic Plan will increase the level of accountability of individuals and of respective divisions of the Commission toward improving transparency and communication with stakeholders at all levels in providing service delivery. The existence of this Strategic Plan, will serve as a communication tool of which the Medium-Term Expenditure Framework (MTEF) will refer to its objectives and targets in preparing the activities and budget. The plan also forms the base for performance-based management system which will enhance service delivery of the Commission.

I wish to affirm that this is the Commission’s Strategic Plan, our official instrument to direct activity implementation of the Commission’s Plans in the next five years. I expect the management will pay attention to ensure strong and effective monitoring over activity implementation accordingly for the success of our strategic plan.

.....
Prof. Henry F. Mahoo
GOVERNING BOARD CHAIRMAN



STATEMENT BY THE DIRECTOR GENERAL

A five years Strategic Plan for NIRC has been prepared to serve as a source of information and a framework of reference for all stakeholders, so that they can be fully aware of and as appropriate be engaged in the processes of efficient and effective delivery of services. The plan has laid down an agreed coherent strategic framework of key strategic objectives, targets and performance indicators so as to govern the scheduling and implementation of activities and services which NIRC need to deliver during the period under plan.

This plan will be a working tool for the management team of the National Irrigation Commission and thereby guide and organize operational inputs to achieve outputs for each annual operating plan, and to agree on budgetary resources with the Governing Board. The five years Strategic Plan is expected to facilitate the following:

- i) Increase the area under irrigation from **727,280.60 ha** in June, 2022 to **1,672,000 ha** by June, 2028
- ii) Map and declare **100,000 ha** by June, 2028;
- iii) Construct **88** dams by June, 2028;
- iv) Develop **208** new irrigation schemes by June 2025;
- v) Rehabilitate **261** irrigation schemes by June, 2025;
- vi) Capacitate **549** Irrigator’s Organization on O &M by June, 2028;
- vii) **248,000 ha** developed by Private sector by June, 2028;
- viii) **IDF** and **TIDCO** operation strengthened of by June, 2028; and
- ix) NIRC organization structure and National Irrigation Act No 4 reviewed by June, 2028

The successful implementation of the planning objectives requires well dedicated workers with positive attitudes and adhering to organizational values. The Strategic Plan is expected to bring a meaningful change in the mode of the Commission’s operation and thus boost the employees’ morale, confidence, transparency and accountability of all irrigation stakeholders. The Commission will conduct periodic monitoring and evaluation in the implementation of the planned activities and will also conduct a review of the targets of the strategic plan every year. I therefore, call upon dedication of all NIRC employees to the aspirations of this strategic plan. May I also call upon the Commission Management to show seriousness and commitment in making sure that this strategic plan is efficiently and effectively implemented to surfacing the desired service delivery.

.....
Raymond W. Mndolwa
DIRECTOR GENERAL

EXECUTIVE SUMMARY

This Strategic Plan has been prepared by the Commission with the aim of providing direction to improve service delivery over the next five years, improve accountability and improve communication between staff, Governing Board and other stakeholders. The plan aims to address key issues that will enable NIRC staff to overcome challenges facing the Commission and improve service delivery over the next five years (2023/24- 2027/28).

Preparation of this plan used a participatory process by involving key stakeholders to ensure its effectiveness. The techniques used in the preparation of this Strategic Plan include Strategic Plan Workshop, review of various documents, stakeholders' workshops and approval by the Governing Board.

Analysis of the implementation of the previous Strategic Plan 2018/19 – 2022/23, performance review of relevant policy and frameworks, SWOC analysis, stakeholder's analysis, and critical issues were critically identified and analyzed.

During the implementation of the previous Strategic Plan, some of the achievements were reached. These include; increase of area under irrigation from 475,052 ha in 2018 to 727,280.6 ha by June, 2022; infrastructure improvement in 103 small scale irrigation schemes; establishment of the National Irrigation Development Fund; review of the National Irrigation Master Plan (2002); establishment of the Consultancy Bureau; Increase of NIRC budget by more than 600% in 2022/2023; establishment of District and Regional irrigation offices; appointment of the Governing Board Chairman, Board members, and Director General. Apart from the achievements made, there were still constraints that need to be addressed, these include; gaps in the organization structure of the Commission and inadequate staff.

The plan has also presented the strategic interventions that are to be implemented and realized in the next five years (2023/24 – 2027/28) consisting of vision, mission, core values, strategic objectives, strategies, targets and performance indicators. The plan also indicates a sound monitoring, reviews, evaluation and reporting system to ensure effective implementation of this strategic Plan.

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1.0 INTRODUCTION

The agriculture sector contributes 26% of Tanzania's GDP and about 30.9% of its export earnings, while employing over 70% of the nation's work-force. The sector continues to drive economic growth in the country. Despite of its importance, agriculture is very much affected by inadequacy, seasonality and unreliability of rainfall and periodic droughts. It is for this reason that irrigation is considered necessary for providing protection against drought, a means of stabilizing crop production and assurance of household food security. In response to this, Tanzania launched the National Irrigation Master Plan (NIMP) in 2002 which identified a total irrigation development potential of 29.4 million hectares, of which 2.3 million hectares are classified as high potential; 4.8 million hectares as medium potential; and 22.3 million hectares as low potential.

Moreover, irrigated agriculture has become a global concern in many developing countries including Tanzania. Its importance is based on the current influence of climatic change that has resulted to the increase of droughts and changes in rainfall patterns. At the global level, water resources are thinning at the shocking rate. This situation has again resulted into a high demand of water for irrigation.

Where there is a high demand for irrigation, on the other hand, irrigation investments are also becoming expensive due to inadequate funding for irrigation investments, which requires a strong irrigation setup that can mobilize funds, invest and coordinate the private sector to support irrigation development interventions.

In Tanzania, Irrigation development is critically important in ensuring that the abundant irrigation potential is covered with developed irrigation infrastructure for the purpose of irrigating food and cash crops, pasture as well as for aquaculture. This move will eventually lead to the Nation to attain sustainable crop production and productivity as a move towards food security and poverty reduction. Use of irrigation practice therefore is one of the effective means in increasing, stabilizing food and cash crop productivity for curbing food shortages.

1.1 Background

Agriculture in Tanzania has remained unpredictable and of low productivity due to over dependence on rainfall which is erratic, unreliable and unevenly distributed. This dependence on rainfed agriculture has subjected crop production to be low due to the vagaries of weather. It is also widely accepted that, currently increasing global warming and climate change, is having negative effects on the optimal availability of water resources for crop production worldwide including Tanzania.

However, the slow pace of irrigation development, poor participation of private sector in irrigation development and low effectiveness on management, operation and maintenance of existing irrigation schemes has significantly contributed to the overall low crop production in Tanzania. Moreover, there has been unclear ownership of irrigation infrastructure prevailing in some irrigation schemes at different levels, which has led to low irrigation efficiencies and poorly maintained irrigation infrastructure. In this regard, a concise plan and implementation for the development of irrigation infrastructure is pertinent to exploit the identified irrigation potential area amounting to 29.4 million hectares for sustainable irrigation development. Therefore, it is important for NIRC to have its Strategic Plan to accommodate these changes.

The Strategic Plan will serve as a communication tool to which the Medium-Term Expenditure Framework (MTEF) will refer to its objectives and targets in preparing activities and budgets. The Strategic Plan will also form a base for performance management system, increase the level of accountability of individuals of respective departments/sections and units of the Commission to improve transparency and communication between the management, employees and other stakeholders at all levels.

1.2 Mandate of the Commission

The Commission is mandated for coordination, promotional and regulatory functions in the development of the irrigation sector.

Specific functions of the Commission are to: -

- a) Advise the government on implementation and review of the National Irrigation Policy, Strategy, National Irrigation Master Plan and related legislation;
- b) Represent the government in the national and international fora and collaborate with both local and international firms and organizations in all matters pertaining to irrigation development and management;
- c) Coordinate all interventions in irrigation sector conducted by the development partners and other stakeholders;

- d) Promote and maintain cooperation in irrigation and drainage with similar bodies in other countries and with international bodies connected with irrigation and drainage;
- e) Plan, carryout studies, design, construct, supervise and administer implementations of the irrigation projects;
- f) Establish and maintain irrigation construction equipment centers and provide hiring services to support private sector in the irrigation investment;
- g) Register and maintain a register of all irrigators;
- h) Promote institutional linkages training programmes and support the recruitment of persons for purposes of employment in connection with the irrigation sector;
- i) Act as a forum for information sharing pertaining to irrigation and drainage matters;
- j) Build capacity of the irrigators for effective participation at all levels in irrigation planning, implementation, operation and management;
- k) Undertake and coordinate research, disseminate appropriate technologies emanating from the research findings and provide technical support services on irrigation;
- l) Promote development of multipurpose water storage facilities for irrigation purposes and other social economic activities;
- m) Regulate all matters related to irrigation development and to oversee collaborations among different players in the development of irrigation and drainage;
- n) Coordinate all interventions in irrigation sector conducted by the development partners and other stakeholders;
- o) Approve construction of irrigation works, standards and guideline for development and management of irrigation and drainage;
- p) Promote efficient water use in irrigation systems and ensure compliance with the Integrated Water Resources Management approach in irrigation development;
- q) Approve standards and guidelines for the development and management of irrigation and drainage; and
- r) Perform any other functions which are necessary for effectively carrying out the purposes of the National Irrigation Act (2013).

1.3 Purpose of the Plan

The National Irrigation Commission (NIRC) had a five-year strategic plan (2018/19 – 2022/23). The plan required an evaluation in order to determine the effectiveness on its implementation and be able to apply the lessons learnt and

experience gained on the first plan and ultimately prepare the second strategic plan. This Strategic Plan has been prepared by the Commission with the aim of providing direction to improve service delivery over the next five years, improve accountability and improve communication between staff, Governing Board and other stakeholders.

1.4 Layout of the Plan

The Plan has four chapters whereby: Chapter One is an introduction comprising of historical background, mandate, approach and purpose of the plan; Chapter Two comprises of the situational analysis which entails the review of the previous plan, Strengths, Weaknesses, Opportunities and Challenges (SWOC) and stakeholders analysis and identification of critical issues; Chapter Three presents the current plan which include mission, vision and core values; and Chapter Four comprises of result framework which is monitoring and evaluation tool for identified issues of the plan. .

1.5 Preparation Process

This plan has been specifically designed to enable NIRC to set strategic objectives by identifying priority areas aimed at providing a new direction. The plan aims to address key issues that will enable them to overcome the challenges facing the Commission and improve service delivery over the next five years (2023/24- 2027/28).The preparation of this plan used a participatory process by involving key stakeholders to ensure its effectiveness. The techniques used in the preparation of this Strategic Plan are as follows;

1.5.1 Strategic Plan Workshop

The planning workshop was accompanied by training on strategic planning preparation. The aim of the workshop was to enable the planning Team gain a deeper understanding and actively participate in the evaluation of the previous strategic plan, undertake situation analysis, conduct stakeholder analysis, and make an analysis of major planning frameworks in order to enable the planning Team identify critical issues that are to be addressed within the next five years.

1.5.2 Review of Documents

A review of documents was conducted to obtain the secondary information required in the preparation of this strategic plan. The reviewed documents include; Tanzania Development Vision-2025, The Third Five-Year Development Plan (2021/22 - 2025/26), CCM Election Manifesto (2020-2025), Second Phase of Agricultural Sector Development Programme (2017/18-2027/28), The National Irrigation Master Plan 2018, National Agriculture Policy (2013), National Irrigation Policy (2010), National Irrigation Development Strategy (2010), National Irrigation Act No. 4 of 2013 and Agenda 10/30 of the Ministry of Agriculture.

1.5.3 Stakeholders Workshop and Approval by the Governing Board

A stakeholder's workshop was conducted with the aim of reviewing and discussing the draft strategic plan. The workshop consisted of NIRC staff,

invitee from Agricultural Sector Lead Ministries (ASLM), government departments and private sector organizations. Finally, this Strategic Plan was presented to the Governing Board of the National Irrigation Commission for discussion and approval.

CHAPTER TWO

2.0 SITUATION ANALYSIS

This chapter presents an analysis of the implementation of the previous Strategic Plan 2018/19 – 2022/23, performance review of relevant policy and frameworks, SWOC analysis, stakeholder's analysis, and critical issues identified.

2.1 Performance Reviews

The planning team conducted a review of the strategic plan by establishing performance ranking with five ranks of score ranges from excellent (100-81%), very good (80-71%), good (70-61%), satisfactory (60-50%) and unsatisfactory (49-0%). The performance evaluation included each strategic objective and its targets as planned in the previous strategic plan. The summary of the scores are provided in **Table 1**.

Table 1: Scores on the implementation of the Strategic Plan (2018/19 – 2022/23)

Strategic Objective and Target	Description	Score/Status
HIV/AIDS Infections reduced and supportive services improved	The strategic objective aimed to establish HIV/AIDS committee, develop HIV and AIDS program and campaigns and develop NIRC HIV/AIDS strategy.	The implementation of this strategic objective was 60%. NIRC has HIV/AIDS committee which is operational with total of eight members. HIV/AIDS programs and campaigns were conducted in 15 large irrigation projects.
Implementation of the National Anti-Corruption Strategy enhanced	The strategic objective focused on implementation of action plan for preventing and combating corruption at the work place and implementation of good governance at NIRC focusing to establish ethics committee, putting in place good Governance tools and Fraud policy.	The overall implementation of this Strategic Objective was 70%. NIRC has the ethics committee which meets quarterly and prepares reports. Fraud policy was prepared and various initiatives towards Anti-Corruption were deployed during project set up and implementations in which all Tender adhered the Fraud and Anti Bribery Statement. The Commission also practices good governance. The Commission has suggestion box, register of complains and complain officers in which some of the HIV/AIDS committee complains were attended.
Human Resources Management and Working Environment improved	This strategic objective aimed at Implementing Human resource plan, Implementation of Social welfare program, Irrigation sector Gender Strategy,	Implementation of the Strategic Objective was 70%. In implementation of the Human resources plans, social welfare programs including sports and games committee were established. The commission is finalizing establishment

	<p>developing Diversified management program, establishing Electronic Record management system, equipping NIRC Offices with working tools and facilities, Retooling, operationalization of government systems and constructing new office building</p>	<p>of NIRC condolences Fund Moreover, working environment was also improved in which staff was facilitated with the working facilities including motor vehicles, computers and printing facilities. 20 NIRC officers attended various trainings both long- and short-term training. Such training was on electronic systems like HCMIS, GePG, TAnEPs, Government Accounting Systems (including MUSE), ESBAS and CBMS. The Commission is currently finalizing the procurement process to construct NIRC HQ building in Dodoma City.</p>
<p>Irrigation Infrastructure improved and area under irrigation increased</p>	<p>This strategic objective aimed at developing 525 ha suitable for irrigation, rehabilitating 60 Water storage facilities, Mapping and declaring 100,000 ha of irrigated areas by 2022, improve and expand 128 Small scale, 45 medium scale and 14 large scale irrigation schemes and engage five (5) irrigation interventions under PPP by 2023.</p>	<p>The implementation of this strategic objective was 70%. 170ha were developed and 10 water storage facilities (dams) were constructed, completed and rehabilitated. Two (2) large scale irrigation schemes and 103 small scale irrigation schemes were improved NIRC has engaged Local and International investors and financiers. These include TADB, Mkulazi Holding Company, Chita JKT, SAGCOT, TISA, Datta Drip and TAREA. International investors are from Spain, Italy, USA, China, Belgium, BADEA bank, African Development Bank. Moreover, NIRC organized one private sector workshop.</p>

Operation, Management and Maintenance of irrigation schemes improved	This strategic objective aimed at training 1,300 IO's in irrigation scheme management, facilitate 1,300 IO's to prepare and implement O&M plans, register and strengthen 440 IO's and 500 IO's to collect irrigation services fees.	The overall implementation the objective was 60%. 119 IO's was trained under TANCAIDS, ERPP, REGROW and IDF. 198 IO's were registered and trained.
Irrigation Research Improved and Appropriate Technologies promoted	This strategic objective focused at establishment of Irrigation research center; undertake Ten (10) researches on irrigation technologies and promoting five (5) appropriate irrigation technologies.	The implementation of this strategic objective was 60%. Initial study on establishment of Irrigation Research center was undertaken including Preliminary Environmental and Social Assessment Two Irrigation research conducted includes the Virtual Irrigation Academy, and Water Efficiency for Irrigation. Six (6) Irrigation technologies were promoted. Such technology includes the use of Chameleon Soil Moisture Censor, Wears for Rice, System of Rice Intensification (SRI), Green Houses, use of solar technology and drip irrigation.

Production and Productivity in Irrigation schemes Improved	This strategic objective aimed at conducting Ten (10) stakeholder workshops, capacitate 7,000 irrigation farmers, capacitate 60 Leaders and IO's members and construct/rehabilitate 10 Warehouses	The overall assessment on this strategic objective was good. 8 stakeholder workshops were conducted. 5,000 farmers and 600 IO's leaders in 200 irrigation schemes were trained on O&M. 10 warehouses were Constructed/rehabilitated.
Crosscutting Issues in Irrigation Sector mainstreamed	The strategic objective aimed at disseminating Environment and climate change knowledge and information to irrigation stakeholders, integrating Environmental interventions in irrigation plans, mainstream Gender issues by NIRC plans and programs and involvement of Youth and Women in irrigated agriculture.	The overall implementation of the target was satisfactory. Environment and climate knowledge was disseminated to 7,080 farmers in irrigation schemes. Environment issues were also integrated in irrigation plans in which 3 new irrigation projects abided with the environment issues such as EIA and ESMP. Gender issues have been mainstreamed in NIRC plans by supporting youth and women irrigation initiatives. Such initiatives include SUGECO farms in Morogoro and Block farms in Chamwino.

2.2 Achievements and Constraints

During the implementation of the previous Strategic Plan, the following achievements and constraints were realized: -

2.2.1 Achievements

Through the review of the implementation of previous strategic plan (2018/19 – 2022/23), major achievements identified were as follows: -

- i. Area under irrigation increased from 475,052 ha in 2018 to 727,280.6 ha by June, 2022 equivalent to 25 percent of the targeted 1,000,000 ha;
- ii. Improvement of irrigation infrastructures in 103 small scale irrigation schemes;
- iii. 600 staff and Irrigators Organizations were trained;
- iv. The National Irrigation Development Fund was established;
- v. The CGL and preparation of technical manual for design and construction was reviewed;
- vi. The National Irrigation Master Plan (2002) was reviewed;
- vii. Operational manuals, guidelines and policies that include NIDF operational manual, ICT policy, risk management framework, quality assurance and inspection manual, fraud policy were prepared;
- viii. A Consultancy Bureau (TIDCO) was established.
- ix. NIRC budget was increased by more than 600% in 2022/2023;
- x. District and Regional irrigation offices were established.

2.2.2 Constraints

The implementation of the previous strategic plan was marred by various constraints which resulted into ineffective implementation. Some of those constraints are: -

- i. Gaps in the Organization structure of the Commission;
- ii. Inadequate staff;
- iii. Unconducive working environment in District and Regional Irrigation Offices;
- iv. Inadequate offices space.

2.3 Analysis of Current Vision, Mission and Core Values

The Current Mission statement of the Commission is

“To promote, coordinate and regulate irrigation development for efficient, effective and sustainable irrigated agriculture in Tanzania”.

The scrutiny of the Mission shows that, the current mission is still relevant because it shows the major functions of the Commission according the National Irrigation Act No. 4 of 2013.

The current Vision of the Commission is *“To become a high performance and reputable institution that ensures sustainable and dynamic irrigation sector”*

The scrutiny of the current vision shows that, the vision is not focused on the aspired future conditions of the Commission regarding to irrigation and drainage issues. In that fact therefore the vision was changed to read: -

“To become a centre of excellence in expertise for irrigation and drainage services in the country”.

Consequently, the analysis of the core values of the Commission was conducted and the planning team dropped the value of **Impartiality in services**. The basis to drop this value is due to the fact that in reality the services provided by the Commission cannot be influenced by any form of discrimination. Therefore, the core values that will guide the day-to-day activities are: -

- i) **Professionalism:** Deliver high quality services in a competent manner that demonstrates high level of skills and professionalism.
- ii) **Teamwork:** Ensure team spirit in the fulfillment of duties
- iii) **Transparency:** Deliver services to our clients with openness
- iv) **Innovative:** Be open to new ideas to improve our systems, processes and procedures in delivering services to our clients
- v) **Accountability:** Perform duties in compliance with agreed rules, regulations and standards.
- vi) **Excellence:** Execute duties with professionalism
- vii) **Integrity:** Maintain high level of professional conduct and ethics in providing services
- viii) **Commitment:** Be highly committed to work

2.4 Review of Relevant National Policies and Frameworks

A review of National Policies and frameworks was undertaken to obtain key issues to be embed in the plan, which are related to irrigation Sector. In this regard, reference was made to the Tanzania Development Vision-2025, The Third Five-Year Development Plan (2021/22 - 2025/26), CCM Election Manifesto (2020-2025), Second Phase of Agricultural Sector Development Programme (2017/18-2027/28), The National Irrigation Master Plan 2018 and National Irrigation Policy (2010), National Agriculture Policy (2013) and National Irrigation Act No.4 of 2013, National Irrigation Development Strategy (2010) and The Agenda 10/30 of the Ministry of Agriculture.

2.4.1 Tanzania Development Vision 2025

Tanzania Development Vision 2025 explains the long-term national objectives which Tanzania aspires to attain. These include high quality livelihood, peace, stability and unity, good governance, a well-educated and learning society and competitive economy capable of producing sustainable and shared benefits. Tanzania Development Vision 2025 seeks to transform from a low productivity agricultural economy to semi-industrialized one lead by modernized and highly productive agricultural activities which are buttressed by supportive industrial and service activities through actively mobilization of people and other resources towards the achievement of shared goals. The attainment of the vision can also be contributed with the initiatives of the irrigation development that will improve high quality livelihoods.

2.4.2 Third Five-Year Development Plan (2021/22 - 2025/26)

Based on the results of the evaluation of the implementation of the Second Five-Year Plan whose implementation ends in 2020/2021 and the third five-year Development Plan 2021 / 22-2025 / 26 whose role is to build a competitive and industrial economy for the development of people. The plan has five (5) main areas which are; stimulating a competitive and participatory economy; strengthening industrial production and service delivery capacity; business promotion; stimulating human development; and human resource development. In strategic intervention on irrigation development, the plan aspires to increase area under irrigation from 695,045 Ha to 1.2 million Ha, construction of water harvesting reservoirs (88 dams) and development of large irrigated farms to ensure food security in the country. The plan also focuses on improving research in irrigation development and enhances private sector interventions in irrigation.

2.4.3 CCM Election Manifesto (2020-2025)

The Election Manifesto directs to increase the area of irrigation from 561,383 hectares to 1,200,000 hectares by 2025, completion of 261 irrigation schemes out of which 179 are small scale, 63 medium and 19 large irrigation schemes. The manifesto also directs the construction of 208 new irrigation schemes out of which 125 small scale, 63 are medium and 22 large irrigation schemes. The manifesto also seeks to encourage private sector participation in the construction of irrigation infrastructure, the construction and strengthening of 88 dams and the construction of 60,000 hectares using the Mwalimu Nyerere Hydro-power project. In addition, the manifesto also calls for improved management, operation and maintenance of irrigation infrastructure by establishing irrigator's organizations.

2.4.4 Agricultural Sector Development Programme II (2017/18-2027/28)

The Agricultural Sector Development Programme II (ASDP II) has been developed to guide implementation of prioritized interventions for the Agricultural Sector Development in Tanzania. The main objective of ASDP II programme is to transform agricultural sector (crops, livestock & fisheries) towards higher productivity, commercialization level and smallholder farmer income for improved livelihood, food and nutrition security. The program seeks to increase number of irrigation schemes that 549 irrigation schemes operated sustainably and ensure that 276 existing irrigation schemes are rehabilitated and 273 new irrigation schemes developed. The programme also seeks to promote micro irrigation systems.

2.4.5 The National Irrigation Master Plan 2018

The National Irrigation Master Plan directives fall on the soft and hard components. In the soft components it directs for establishment of Regional Irrigation Offices (RIO) and strengthening of the District Irrigation Development Team (DIDT), improvement of the NIRC functions, registration of IO's, and

establishment of performance monitoring for irrigation and strengthening research in irrigation development.

In hard component the Master Plan directs for establishment of irrigation technical manuals and checklists, promotion of private contractors and enhancement of their engineering ability and coordination of private sector for irrigation investment.

2.4.6 Agriculture Policy

The Agriculture Policy, 2013 aims to develop an efficient, competitive and profitable agricultural industry that contributes to improving the lives of Tanzanians and achieving economic growth and poverty reduction. The policy directs for Public and Private Sector participation in irrigation development be promoted; Irrigation development be regulated to ensure high productivity and sustainability; enfacement of development of water harvesting techniques in an economically efficient, socially acceptable and environmentally responsive manner; establishment of effective cost sharing and cost recovery mechanism for the development of irrigation , special focus on high value crops (vegetables, fruits and flowers) along with such traditional crops as paddy be promoted; and strengthening of Irrigator's organizations.

2.4.7 Irrigation Policy and Legal framework for Management of Irrigation Development

The National Irrigation Policy, 2010 has set a vision for development of the irrigation sector in the country and identifies areas to be addressed by the sector to ensure that the irrigation sector contributes to increasing production and productivity in the agricultural sector.

The National Irrigation Policy of 2010 provides the need to have a clear and specific legal framework to manage irrigation development in the country. The policy highlighted key areas that need to be provided under specific irrigation legislation. Some of these are; land ownership, irrigator's organizations, and responsibilities of farmers in maintenance of irrigation infrastructure in irrigation schemes.

The legal framework for management of irrigation development in the country includes principal and subsidiary legislation. The National Irrigation Act No. 4 of 2013 forms the principal legislation component, National Irrigation Act, 2013 Regulations of 2015 and other guidelines which form the subsidiary legislation component. The Act provides for the establishment of the National Irrigation Commission; development, operation and maintenance of irrigation and drainage systems for effective implementation of the National Irrigation Policy, National Irrigation Development Strategy and provide for other related matters.

The Regulations stipulates on matters related to formation, registration procedures and conduct of irrigator’s organizations, formulation of irrigation projects and construction of irrigation works, procedure to apply for construction of irrigation, power of the Commission to prepare and issue guidelines for irrigation management. Other areas covered are operation and maintenance of Irrigation works, responsibility of IO’s to pay irrigation service fee and comply with all directives regarding to water and land management.

However, the national irrigation policy is of more than ten years where many things have changed so it needs to be changed. Similarly, Irrigation to the National Irrigation Act and Regulations, need to be amended to meet the current environment in the management and operation of irrigation activities in the country.

2.4.8 Agenda 10/30

Agenda 10/30 aims at attaining an impressive 10 percent annual growth rate for the agricultural sector that is the livelihood for some 65 percent of Tanzanians, the target that should be met by 2030. Under this agenda, Irrigation sector is required to increase irrigation area to reach 8,500,000 hectares equivalent to 50% of the cultivated area in the country by 2030 to supplement production of the agricultural products through irrigated agriculture from 10 to 50 percent.

2.5 Internal and External Environmental Analysis

This part provides an important analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) facing the Commission. This analysis also provides an interpretation of each of the characteristics and areas in which the Commission should strategize for improvement. An analysis of the internal environment of the Commission has been done based on the key issues raised in the planning workshop as shown in **Table 2**.

Table 2: SWOC: Analysis

Dimension	Criterion	Description	Strategic Focus
Strengths	Availability of qualified staff	Availability of qualified staff of multi-professions including Engineers, Agronomists, Surveyors, Economists, Sociologists etc.	To recruit new staff as well as building their capacities, Provide them with working tools, good working environment and incentives.
	Availability of	The Commission	Procure more motor

Dimension	Criterion	Description	Strategic Focus
	plants and equipment.	owns various construction plants, and motor vehicles for construction works and hiring.	vehicles at Regional Offices of the Commission. Capacitate the workshop for establishment of the equipment and machinery hiring centre.
	Presence of the Consultancy Bureau	The Bureau (TIDCO) is fully registered to carry out consultancy assignments.	Capacitate the Bureau in terms of office facilities , motor vehicles and human resources. Approval of guidelines and procedure for the Bureau operations.
	Presence of the National Irrigation Development Fund.	The Irrigation Development Fund (IDF) has its operational manual.	Improve collection of irrigation service fees and charges as a source of the IDF Recruit and strengthen the capacity of the IDF staff.
	Presence of electronic financial management and control and E-procurement system.	The Commission has already used the MUCE for management of control and management of finances. The E- Procurement facilitates and fast tracking of procumbent procedures.	Capacitate the staff of the Commission on the use of electronic systems. Encourage the staff to utilize the electronic systems effectively.
	Availability of Comprehensive Irrigation	Comprehensive Guidelines (CGL) and technical	Disseminate the CGL to irrigation staff at NIRC and LGAs.

Dimension	Criterion	Description	Strategic Focus
	Guidelines and Technical manuals.	manuals showing step by step in performing irrigation activities.	Monitor the utilization of technical manuals in Irrigation Development.
Weaknesses	Unfilled positions in the Commission organization structure.	Three (3) Directors and seven (7) Assistant Directors have not yet been appointed since the establishment of the Commission.	Continue follow up to the appointing authority to fill the organization structure of the Commission.
	Insufficient Human Resources	There are inadequate human resources especially Engineers, Hydrologists, Technicians and Drivers.	To make follow up for prepared Personal Emolument (PE). Create conducive working environment and design incentive scheme for staff.
	Inadequate office building at the Head Office and the Regional and District offices.	Currently there is inadequate offices building to accomodate all the staff.	Fast track office building contruction at the Head office, Regional and District irrigation offices.
Opportunities	Availability of land suitable for irrigation.	The potential area for irrigation is 29.4 million ha with different potentials. Currently, area under irrigation is about 2.5 percent.	Increase the area under irrigation.

Dimension	Criterion	Description	Strategic Focus
	Presence of the policy and legal framework	The national irrigation policy (2010), National Irrigation Development Strategy (2010), National Irrigation Master Plan (2018) National Irrigation Act No. 4 of 2013 and its regulation 2015, Comprehensive Guideline,	Implement the existing programs including ASDP II, update National Irrigation Development Strategy (2010) and preview the National Irrigation Policy (2010). Supervise the compliance of the existing legislation.
	Availability of Irrigation Technologies.	Presence of new modern irrigation technology	Promote and disseminate water serving technologies.
	Presence of private sector institutions undertaking irrigation activities.	Presence of private sector institutions in irrigation sector	Promote private sector participation in the irrigation sector.
Challenges	Climate change	Climate change effects are impacting irrigation development negatively.	Undertake environmental conservation. Promote climate smart agriculture
	Natural disasters	Natural disasters are impacting irrigation development.	Promote community concern on natural disaster mitigations.

2.5.1 Stakeholder Analysis

Stakeholders are individuals, various institutions, groups and organizations that have an influence on the activities of Commission. Understanding the influence of each stakeholder helps in evaluating the role played by each stakeholder and how it affects the activities of the Commission. Two stakeholder groups have been identified in this strategic plan; internal stakeholders and external stakeholders. The analysis is presented in **Table 3**.

Table 3: Stakeholders Analysis

Stakeholders' category	Influence	Expectations	Effects of not meeting Expectations
Employees of the Commission	Are the major executors of day to day of the Commission	High salaries and allowances Good working environment	High turnover Low morally of work (Dissatisfaction) Passive resistance
Irrigators Organization/ Farmers	IO's are responsible for management of irrigation schemes and collection of Irrigation fees	Good quality of irrigation infrastructure Receive training on agronomical practices.	Poor management of irrigation infrastructure Low production and productivity. Low irrigation service fee collection.
Development partners	Provide grants and concessional loans for irrigation development. Provide capacity building and technical skills to irrigation staffs	Compliance to financial management rules and regulations	Ceasing of grants and concessional loans
Central Government	Sector Lead Ministries are responsible for facilitation of irrigation	Proper utilization of fund Compliance of law and regulation	Reduced government support and pressure on irrigation sector

	development interventions including budget allocations		
Private sector Companies Banks NGOs, CBOs and Media	They are partners in matters of irrigation development in collaboration with the Government	Transparency in all irrigation matters. Access to information on irrigation investment	Low participation in irrigation development
Local Government Authorities	LGAs are in charge of all development activities including irrigation to their jurisdiction areas	Involvement in planning and implementation of irrigation plans. Technical backstopping to IO's	Poor collaboration in implementation and management of infrastructure Poor implementation and utilization
Water Basin Boards	Sole provider for water user permits	Comply to Integrated Water Resources Management Plans Facilitate IOs to acquire and abide to Water use permits.	Water users' conflicts Misuse of water resources Destruction and degradation of water sources

2.5.2 Critical Issues

As a result of situation analysis, a number of issues were identified. The identified issues were re-evaluated to get critical issues, which need to be considered in the plan. The identified critical issues are: -

- i) Increasing threats on HIV/AIDS and Non- Communicable Diseases;
- ii) Transparency of service delivery in irrigation sector;
- iii) Small area under Irrigated agriculture;
- iv) Poor Irrigation Infrastructure;
- v) Sustainable mechanism for financing irrigation development;
- vi) Low Participation of private Sector in Irrigation;
- vii) Inadequate Research on Irrigation;
- viii) Inadequate Irrigation Personnel and uncondusive working condition;

- ix) Climate Change & Environmental Degradation;
- x) Low production and productivity of existing irrigation schemes;
- xi) Poor operational, management and maintenance of existing irrigation schemes;
- xii) Mismatch between the National Irrigation Act No. 4 of 2013 and existing National Irrigation Commission (NIRC) Structure;
- xiii) Climate change and environmental degradation; and,
- xiv) Poor Nutritional Services among irrigation stakeholders.

CHAPTER THREE

3.0 THE PLAN

This Chapter presents Strategic interventions that are to be implemented and realized in next five years (2023/24 – 2027/28). The Chapter consists of Vision, Mission, Core Values, Strategic Objectives, Strategies, Targets and Performance Indicators.

3.1 Vision, Mission and Core Values

Vision

“To become a centre of excellence in expertise for irrigation and drainage services in the country”

Mission

“To promote, coordinate and regulate irrigation development for efficient, effective and sustainable irrigated agriculture in Tanzania”.

Core values

The core values that will guide the day-to-day activities are: -

- i) **Professionalizing:** Deliver high quality services in a competent manner that demonstrates high level of skills and professionalism.
- ii) **Teamwork:** Ensure team spirit in the fulfillment of duties
- iii) **Transparency:** Deliver services to our clients with openness
- iv) **Innovative:** Be open to new ideas to improve our systems, processes and procedures in delivering services to our clients
- v) **Accountability:** Perform duties in compliance with agreed rules, regulations and standards.
- vi) **Excellence:** Execute duties with professionalism
- vii) **Integrity:** Maintain high level of professional conduct and ethics in providing services
- viii) **Commitment:** Be highly committed to work

3.2 Strategic Objectives

In attaining the above vision, the Commission had set the following strategic objectives as follows: -

- A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;
- B. Effective Implementation of National Anti-Corruption Strategy enhanced and sustained.
- C. Irrigation infrastructure improved and Area under irrigation increased
- D. Irrigation Financing improved
- E. Participation of private Sector in Irrigation enhanced
- F. Research on Irrigation enhanced
- G. Irrigation Personnel and Working Environment improved

- H. Climate Smart Agriculture and Irrigation Technologies Adopted
- I. Production and productivity of irrigation sector improved
- J. Operation and maintenance of irrigation schemes improved
- K. Legal framework and National Irrigation (NIRC) Organization structure improved
- X. Management of Environment and Ecosystems enhanced and sustained
- Y. Multi-Sectoral Nutritional Services Improved

3.2.1 SO-A: HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved.

Rationale

HIV /AIDS and Non-Communicable Diseases have adverse effects on human resources and future operation of the Commission. These diseases diminish the capacity of service provision due to deaths and unhealthy staff. In realizing the impact of HIV/AIDS and other Non-Communicable Diseases to the Sector, NIRC has deliberately engaged into implementation Strategy which focuses on reducing infections through awareness creation workshops and voluntary counseling and testing.

Strategies

- i. Combat HIV/AIDS and Non-Communicable Diseases at work place;
- ii. Develop and implement HIV/AIDS and Non-Communicable Diseases strategy in irrigation sector;
- iii. Provide support to NIRC affected staff and raise awareness to reduce the spread; and
- iv. Implement HIV/AIDS and Non-Communicable Diseases prevention and care guidelines.

Targets

- i. HIV/AIDS and Non-Communicable Diseases Situation Analysis conducted by June, 2028;
- ii. HIV/AIDS and Non-Communicable Diseases strategies adopted and implemented in irrigation sector by June, 2028;
- iii. 10 awareness seminars on HIV/AIDS conducted and 20 NIRC staff affected with HIV/AIDS supported by June, 2028;
- iv. HIV/AIDS and Non-Communicable Diseases prevention guideline implemented by June, 2028;

Performance indicators

- i. Situation Analysis report on HIV/AIDS and Non-Communicable Diseases in place;
- ii. Strategies on HIV/AIDS and Non-Communicable Diseases in place;
- iii. Number of awareness seminars conducted on HIV/AIDS and NIRC affected staff supported;

- iv. HIV/AIDS and Non-Communicable Diseases prevention guidelines in place.

3.2.2 SO-B: Effective Implementation of National Anti-Corruption Strategy enhanced and sustained

Rationale

Corruption is a socio-economic problem prevailing in both public and private sector. Its effects are far reaching as they deprive peoples' lives, their rights towards access to irrigation services, increase cost of implementation of irrigation projects and slow down the pace of irrigation service delivery. The fight against corruption is for all and thus cooperation amongst stakeholders in the irrigation sector is crucial.

Strategies

- i) Implement codes of ethics and conduct for public services;
- ii) Review and implement institutional anticorruption action plan

Targets

- i) 10 sessions on codes of ethics and conduct organized by June, 2028;
- ii) Anticorruption plan reviewed and 20 sensitization campaign conducted by June, 2028;

Performance indicators

- i) Number of sessions on codes of ethics and conduct for public service;
- ii) Number of anticorruptionsensitization campaigns conducted;
- iii) Reviewed anticorruption plan in place.

3.2.3 SO-C: Irrigation infrastructure improved and Area under irrigation increased

Rationale:

Irrigation development in Tanzania is critically important in ensuring that the abundant irrigation potential is covered with developed irrigation infrastructure for the purpose of increasing crop production for both food and cash crops.

Currently, irrigation sector contributes 26% of all national food requirement, creates employment, and contributes raw materials to the agro processing industries as well as income earnings. According to National Irrigation Master Plan (2018), Tanzania has potential area of 29.4 million hectares suitable for irrigation. However, as per June, 2022 only 727,280.6 hectares equivalent to 2.5 percent of the total potential area was under irrigation. In this regard, there is a need to develop more area under irrigation.

Strategies:

- i. Demarcate and declare irrigation areas,
- ii. Increase area under irrigation;
- iii. Ensure standard and quality of irrigation interventions.

Targets:

- i. Potential area for irrigation in 25 regions demarcated and declared by June, 2028;
- ii. 208 feasibility studies and design conducted by June, 2028;
- iii. 261 irrigation schemes rehabilitated and completed to increase 285,000 ha under irrigation, 208 new irrigation schemes constructed to increased 300,000 ha under irrigation by June, 2028;
- iv. 2,000 irrigation schemes inspected for quality insurance by June, 2028;
- v. 56 multipurpose water storage facilities constructed by June, 2028.

Performance indicators

- i) Potential area for irrigation demarcated and declared in 25 regions;
- ii) Number of feasibility studies and designs conducted;
- iii) Number of irrigation schemes rehabilitated and completed;
- iv) Number of new irrigation schemes constructed;
- v) Number of irrigation schemes inspected;
- vi) Number of multipurpose dams constructed.

3.2.4 SO-D: Irrigation Financing improved

Rationale:

Funding for irrigation development is mostly through the government budget which includes government own fund and support from development partners (DPs). The budget for irrigation development has been increasing gradually over the years; Moreover, irrigation funding through the Irrigation Development Fund is not reliable. This strategic plan therefore, aims to establish the reliable sources of IDF.

Strategies

- i. Develop and implement Resource Mobilization Strategy for Irrigation Development Fund;
- ii. Use ICT to collect IDF revenues.

Targets

- i) Resource Mobilization Strategy for Irrigation Development developed and implemented by June, 2028;
- ii) Irrigation Development Fund (IDF) strengthened by June, 2028;
- iii) Tanzania Irrigation and Drainage Consultancy Bureau (TIDCO) strengthened by June, 2028;
- iv) Tanzania Irrigation Construction Company (TICCO) established by June, 2028;
- v) Investment plan in Business Irrigation Project developed and implemented by June, 2028; and
- vi) ICT system for collection of IDF revenues developed and implemented by June, 2028

Performance indicators

- i) Resource Mobilization strategy in place;
- ii) Revenue collected by IDF;
- iii) Number of consultancies carried out by TIDCO effectively;
- iv) TICCO in place and operational;
- v) Number of investments in irrigation project;
- vi) ICT system for collection of IDF in place.

3.2.5 SO-E Participation of private sector in irrigation enhanced

Rationale

Private sector is one of the key players in Irrigation Sector in investing in irrigation development. They also provide consultancy and support services in Irrigation sector. Despite of its importance, private sectors are skeptical in investing in irrigation due to high initial capital for irrigation infrastructures, doubt on security to the right on land ownership, unreliable water sources and unfriendly business environment that led to low participation.

Strategy

- i) Establish engagement strategy for private sector participation in irrigation development;

Target

- i) Engagement strategy for private sector in place by June, 2028;
- ii) Database for Private companies and Individual irrigators established by June, 2028;
- iii) Coordination link between private sector with financial institutions established by June, 2028;
- iv) Conduct assessment of policy and legislation affecting private sector participation in irrigation and recommend accordingly by June, 2028.

Performance indicators

- i) Database for private companies and individuals' irrigators in place;
- ii) Coordination link between private sectors and financial institutions in place;
- iii) Assessment and recommendation report of policy and legislation affecting private sector in place;

3.2.6 SO-F: Research on Irrigation Enhanced

Rationale

Researches on irrigation development are very important since it helps to identify opportunities and challenges facing irrigation sector. However, few research activities have been undertaken due to insufficient resources and lack of mechanism for dissemination of research findings.

Strategy

- i) Develop resource mobilization strategy for irrigation researches;
- ii) Establish National Irrigation Research Master Plan (NIRMP);
- iii) Establish research register;
- iv) Establish mechanism for dissemination of research findings.

Target

- i) Resource mobilization strategy for irrigation researches established by June, 2028;
- ii) NIRMP established by June, 2028;
- iii) Dissemination mechanism for research findings established by June, 2028;
- iv) Irrigation Research register established by June, 2028.

Performance indicators

- i) Resource mobilization strategy for research in place;
- ii) Research needs assessment reports in place;
- iii) Dissemination mechanism for research findings in place;
- iv) Irrigation research registers in place.

3.2.7 SO-G: NIRC Personnel and Working Environment Improved

Rationale

There are various hindrances to the irrigation personnel which limit their ability to carry out their duties. Such hindrances include inadequate skills and unconducive working environment. In order to work efficiently they require skills and favorable working environment and facilities.

Strategy

- i) Improve working environment for NIRC staff;
- ii) Enhance capacity of NIRC personnel;
- iii) Enhance irrigation sector ICT services;
- iv) Develop and implement communication strategy.

Target

- i) Strategic Human Resource Plan developed and implemented by June, 2028;
- ii) 19 new Regional Irrigation Offices constructed and 6 Regional Irrigation Offices rehabilitated by June, 2028;
- iii) NIRC head Office constructed by June, 2028;
- iv) NIRC staff facilitated with working tools and facilities by June, 2028;
- v) NIRC training program prepared and implemented by June, 2028;
- vi) Participation of NIRC employee in social issues facilitated by June, 2028;
- vii) ICT systems developed and operational by June, 2028;
- viii) Communication strategy developed and implemented by June, 2028.

Performance indicators

- i) Strategic Human Resource Plan in place;
- ii) Number of Regional Irrigation Offices constructed and rehabilitated;
- iii) NIRC head Office constructed;
- iv) Number of working facilities provided to NIRC staff;
- v) Training program developed and implemented
- vi) Number of NIRC Staff capacitated through long and short courses;
- vii) Number of social events participated;
- viii) ICT systems in place;
- ix) Communication strategy in place.

3.2.8 SO-H: Climate Smart Agriculture and Irrigation Technologies Adopted

Rationale

Climate change impacts to irrigation activities is associated with changes in climatic characteristics that is (i) Temperature rise (ii) Increased rainfall variability and uncertainty (iii) Increased drought frequency and severity and (iv) Increased flood frequency and severity. Impacts stemming from these characteristics require adaptation measures by the irrigation sub-sector.

Strategy

- i. Integrate adaptation options that would help resilience in irrigation planning processes and implementation;
- ii. Promote water use efficiency technologies;
- iii. Adopt sustainable irrigated land and water management;
- iv. Strengthen knowledge and systems to target climate actions;
- v. Adopt Integrated Pest Management.

Target

- i) Three (3) Water use efficient technologies in 80% irrigation schemes promoted by June, 2028;
- ii) EIA for 80% irrigation schemes conducted by June, 2028;
- iii) 70% of NIRC staff capacitated to target climate actions by June, 2028;
- iv) Environmental Audit to be conducted in 80% irrigation schemes by June, 2028.

Performance indicators

- i) 50% of water use conflicts reduced;
- ii) 80% of EIA conducted in irrigation project;
- iii) 70% of NIRC staff capacitated on climate change adaptation;
- iv) 80% of Environmental Audit conducted in irrigation schemes.

3.2.9 SO-I: Production and Productivity of irrigation sector improved

Rationale

Despite the well elaborated importance of irrigated agriculture for crop production, productivity and profitability to farmers and the nation at large appropriate interventions including technology, operation and support services are not yet adequately pursued. There is a need for the Commission to ensure that operation and support services in irrigation schemes are sustained with a focus on enhancing performance of irrigation.

Strategy

- i. Support Irrigators Organizations (IO's) in irrigation interventions;
- ii. Establish and maintain production databank and link to the National data base;
- iii. Promote use of appropriate technologies in irrigated agriculture;
- iv. Promote diversification and intensification of irrigated crops.

Target

- i. 1,300 Irrigation schemes, facilitated on preparation of O&M plans by June, 2028;
- ii. Production databank established and linked to the National database by June, 2028;
- iii. 10,000 irrigators and leaders trained on Good Agronomic Practices by June, 2028;
- iv. Diversification and intensification practices of irrigated crops promoted in 1,000 schemes by June, 2028;

Performance indicators

- i. Number of Irrigation schemes, facilitated on preparation of O&M plan;
- ii. Production databank in place;
- iii. Number of irrigators and leaders trained on Good Agronomic Practices;
- iv. Number of schemes adopted diversification and intensification practices.

1.1.1 SO-J: Operation and Maintenance of irrigation schemes improved

Rationale

The performance of some of the irrigation schemes is below the expected levels due to poor Operation, Management and Maintenance of irrigation infrastructure. This is due to weak Irrigators Organizations with inadequate operation and maintenance skills and laxity in collection of irrigation service fees which results into water use inefficiency, water losses and overall poor performance of irrigation schemes.

Strategies

- i. Enhance capacity of irrigators' organizations;
- ii. Develop Irrigation Service Fee Collection Strategy;
- iii. Establish data bank of IO's and IO's members.

Targets

- i. 1,300 Irrigators Organizations (IO's) trained on irrigation schemes management by June, 2028;
- ii. Irrigation Service Fee Collection Strategy developed by June, 2028;
- iii. Irrigation service fees collected from 2,773 schemes by June, 2028;
- iv. 2,400 IO's registered by June, 2028;
- v. Databank for IO's established by June, 2028;
- vi. 500 private irrigators registered by June, 2028.

Performance Indicators

- i. Number of IO's trained;
- ii. Irrigation Service Fee Collection Strategy developed;
- iii. Number of schemes paid ISF;
- iv. Number of IO's registered;
- v. Databank for IO's established;
- vi. Number of private irrigators registered.

3.2.11 SO-K: Legal framework and National Irrigation (NIRC) Organization structure improved

Rationale

The legal framework provides for the basis and ground for operationalization of activities of the Commission from the National, Regional and District level; implementation of the legal framework, structure and service delivery require legal amendment of the National Irrigation Act and review of the Organization structure.

Strategies

- i. Recommend Amendment of the National Irrigation Act No. 4 of 2013 to recognize NIRC District Offices;
- ii. Recommend revision of the NIRC Organization Structure to provide for Regional and District NIRC offices;
- iii. Create awareness on National Irrigation Act.

Targets

- i. NIRC Act Amended by June, 2028;
- ii. NIRC Organization Structure reviewed by June, 2024;
- iii. 10 awareness campaigns on National Irrigation Act to stakeholders conducted by June, 2028.

Performance indicators

- i. National irrigation Act amended;
- ii. NIRC Organization Structure reviewed;
- iii. Number of awareness campaigns on National Irrigation Act conducted.

3.2.12 SO-X: Management of Environment and Ecosystems enhanced and sustained**Rationale**

Irrigated agriculture is prone to the effect of environmental degradation and climate change effects. The environmental degradation activities include increase use of agrochemicals, poor waste management, poor sanitation and deforestation. Moreover, as a result of climate change, the irrigated agriculture is affected by droughts and floods. Mitigation measures on the effects of environmental degradation and climate change effects are required so as to make irrigation schemes sustainable.

Strategy

Promote awareness on Management of Environment and Ecosystems.

Target

- i. Community awareness campaign on Conservation and management of Environment and ecosystem conducted to at least 70% of the irrigation schemes by June, 2028;
- ii. ESMP and IPMP in at least 70% of the existing irrigation schemes prepared and disseminated by June, 2028.

Performance indicators

- i) Improved environment and ecosystems management;
- ii) Enhanced ESMP and IPMP in irrigation.

3.2.12 SO-Y: Multi-Sectoral Nutritional Services Improved**Rationale**

According to mid-term review (MTR) findings of National Multisectoral Nutritional Action Plan (NMNAP 2016–2021); although the country has made progress in reducing malnutrition following the implementation of the NMNAP (2016–2021), but malnutrition still affects millions of Tanzanians in various ways. These include

the impairment of educational achievements and economic productivity, high burden of health-care cost for the Government and the families due increased diet-related non-communicable diseases. Therefore, this SP also takes into consideration the integration of the implementation of the NMNAP II 2021–2026.

Strategy

Promote sustainable and resilient food systems that is responsive to nutrition needs.

Target

- i. Promote availability of safe and micro nutritional rich food in at least 70% of the irrigation schemes by June, 2028;
- ii. Promote utilization of smart nutritional technologies for the production of safe food in at least 70% of irrigation schemes by June, 2028;
- iii. Strengthen the utilization of good post-harvest handling processes (warehouses and cold chain storage) to at least 50% of the irrigation schemes by June, 2028; and,
- iv. Promote Nutritional services to NIRC staff by June, 2028.

Performance indicators

- i. Number of irrigation schemes;
- ii. Number of irrigation schemes; and,
- iii. Number of awareness campaign.

CHAPTER FOUR

5.0 RESULT FRAMEWORK

5.1 Overview

This chapter shows how the outcomes of this strategic plan can be assessed to benefit the stakeholders in the irrigation sector. It sets the flow in monitoring, evaluation, review and reporting plans.

5.2 Results Chain

The result chain sets a logical chain on causal sequence for the interventions that stipulate the necessary sequence to achieve desired objective. In this regard, the MTEF will be aligned with objectives and targets provided in this plan in order to bring about the best results in the use of financial resources and thus achieve the expected results.

It is therefore anticipated that, this plan will be implemented and contribute to the main goal of NIRC and ultimately contribute to achievement of policy and other planning framework targets such as Tanzania Development Vision-2025, The Third Five-Year Development Plan (2021/22 - 2025/26), CCM Election Manifesto (2020-2025), Second Phase of Agricultural Sector Development Programme (2017/18-2027/28).

5.3 Result Framework Matrix

The Result framework matrix consists of the overall objective, objective codes for each strategic objective, outcomes and outcome Indicators. The aim is to show how the main goal can be achieved and how the results will be measured. The indicators in the matrix will be used to measure the results of the implementation of planned interventions in the plan. Framework Matrix is provided Table 4.

Table 4: Result framework Matrix

No.	Development Objectives	Objective Code	Objective (Medium Term)	Outcome (Intermediate)	Outcome Indicators
A	HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved.			<ul style="list-style-type: none"> • Reduced number of new infections HIV/AIDS and Non-Communicable Diseases among NIRC staff • Increased number of voluntary test of HIV/AIDS and Non-Communicable Diseases among NIRC staff • Increased Supportive Services to NIRC staff with HIV/AIDS infections 	<ul style="list-style-type: none"> • Number of NIRC staff with HIV/AIDS infections • Number of NIRC staff with Non-Communicable Diseases • Number of NIRC staffs tested HIV/AIDS and Non-Communicable Diseases • Amount of fund spend to support NIRC staff with HIV/AIDS infections
B	Effective Implementation of National Anti-Corruption Strategy enhanced and sustained			<ul style="list-style-type: none"> • Reduced Corruption cases 	<ul style="list-style-type: none"> • Number of corruption Cases
C	Irrigation infrastructure improved and Area			<ul style="list-style-type: none"> • Improved irrigation infrastructure 	<ul style="list-style-type: none"> • Number of feasibility studies and design • Number of rehabilitated and

No.	Development Objectives	Objective Code	Objective (Medium Term)	Outcome (Intermediate)	Outcome Indicators
			under irrigation increased	• Increased area under irrigation	<ul style="list-style-type: none"> completed irrigation schemes Number of constructed irrigation schemes Number of trained IOs Hectares under irrigation
		D	Irrigation Financing improved	• Improved irrigation financing	<ul style="list-style-type: none"> Resource Mobilization strategy document Amount of budget allocated for irrigation development Number of operational sources of fund for IDF Number of reliable sources of fund for IDF Amount of Annual revenue collection Number of Working facilities provided to IDF Staffs
		E	Participation of private Sector in Irrigation enhanced	• Enhanced private Sector Participation in irrigation	<ul style="list-style-type: none"> Database for private sector Number of private sectors linked with the financial institutions Private sector engagement guideline Number of private sectors engaged in irrigation development Irrigation area (ha) developed by private sector

No.	Development Objectives	Objective Code	Objective (Medium Term)	Outcome (Intermediate)	Outcome Indicators
		F	Research on Irrigation Enhanced	<ul style="list-style-type: none"> Enhanced irrigation research 	<ul style="list-style-type: none"> Research Coordination system Irrigation research register Research Resource mobilization plan Irrigation Research and Resource Center
		G	NIRC Personnel and Working Environment Improved	<ul style="list-style-type: none"> Improved working environment Increased NIRC Personnel 	<ul style="list-style-type: none"> Strategic Human Resource Plan Number of Constructed Regional Irrigation Offices Number of rehabilitated Regional Irrigation Offices NIRC head Office building Number of facilitated NIRC staffs with working facilities Number of trained NIRC Staffs
		H	Climate Smart Agriculture and Irrigation Technologies Adopted	<ul style="list-style-type: none"> Improved smart agriculture and irrigation technologies 	<ul style="list-style-type: none"> Number of technologies adopted
		I	Production and Productivity of irrigation sector improved	<ul style="list-style-type: none"> Improved production and productivity of irrigation sector 	<ul style="list-style-type: none"> Amount of yield (tons) obtained per acre Improved food security the country

No.	Development Objectives	Objective Code	Objective (Medium Term)	Outcome (Intermediate)	Outcome Indicators
		J	Operation and Maintenance of irrigation schemes improved	<ul style="list-style-type: none"> Improved Operation and Maintenance of irrigation schemes 	<ul style="list-style-type: none"> Sustainability of irrigation scheme
		K	Legal framework and National Irrigation (NIRC) Organization structure improved	<ul style="list-style-type: none"> Improved legal framework and National Irrigation Organization structure 	<ul style="list-style-type: none"> Amount of collected revenues Number of enhanced effective management of irrigation projects
		X	Management of Environment and Ecosystem enhanced and sustained	<ul style="list-style-type: none"> Promoted awareness on management of Environment and Ecosystems 	<ul style="list-style-type: none"> Number of awareness campaign on conservation and management of environment and ecosystems
		Y	Multi Sectoral Nutritional Services Improved	<ul style="list-style-type: none"> Promote sustainable and resilient food systems that is responsive to nutrition needs 	<ul style="list-style-type: none"> Number of irrigation schemes promoted with utilization of smart nutritional technologies for production of safe food Number of irrigation schemes with post-harvest handling facilities.

5.4 Monitoring, Reviews and Evaluation Plan

This section shows a sound monitoring, reviews, evaluation and reporting system to ensure effective implementation of this strategic Plan.

5.4.1 Monitoring Plan

Monitoring and evaluation involve the collection of relevant data and information of indicators described. The plan stipulates indicator target values, data collection and methods of analysis, indicator reporting frequency and the responsible person for data collection, analysis and reporting. The Monitoring plan is provided in **Table 5**.

Table 5: Monitoring Plan

Indicator	Description (What it intends to measure)	Base line		Indicator Target Value					Data Source	Instrument	Frequency	Means of Verification	Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5						
i. Number of NIRC staff with HIV/AIDS infections	This intends to reveal the status on HIV/AIDS at work place	2023	NA	1	1	1	1	1	Survey Report	Enumeration	Quarterly	Situation Analysis Report	Quarterly	DAHRM
ii. Number of NIRC staff tested HIV/AIDS and Non-Communicable Diseases	This intends to measure number of NIRC staff tested for HIV/AIDS and Non-Communicable Diseases	2023	NA	4	4	4	4	4	Administrative data	Various	Quarterly	Reports	Quarterly	DAHRM
iii. Amount of fund spend to support NIRC staff with HIV/AIDS infections	This intends to measure number of staff living with HIV/AIDS supported by government	2023	NA	1	1	1	1	1	Administrative data	Various	Annual	Implementation Report Strategy documents	Annual	DAHRM
iv. Number of NIRC staff with Non-	This intends to measure the	2023	NA	2	2	2	2	2	Administrative data	Various	Quarterly	Reports	Quarterly	DAHRM

	Communicable Diseases	number of staff with communicable diseases													
v.	Number of corruption Cases	This intends to measure number and frequency of signposts showing the effect of corruption	2023	NA	4	4	4	4	4	Administrative data	Various	Quarterly	Signposts /Flyers Reports	Quarterly	DAHRM
vi.	Number of irrigation area demarcated and declared	This intends to measure the irrigation land demarcated and declared	2022	727, 280.6 ha	5 %	10 %	10 %	10 %	10 %	Survey Report Administrative Data	Topographical Map	Annual	Survey Report	Annual	DDR
vii.	Number of feasibility studies and designs conducted	This intends to measure number of feasibility studies and designs	2021	40	17 %	22 %	26 %	26 %	9 %	Survey Report/ Administrative Data	Various	Annual	Survey Report	Annual	DDR
viii.	Number of irrigation	This intends to measure	2023	NA	35	58	60	65	43	Administrative	Various	Quarterly	Administrative data	Quarterly	DID

	schemes rehabilitated and completed	number of irrigation schemes to be rehabilitated and completed in the period under plan								Data					
ix.	Number of new irrigation schemes constructed	This intends to measure the number of new irrigation schemes to be constructed	2021	2,777	35	45	55	55	15	Administrative Data	Various	Quarterly	Administrative data	Quarterly	DID
x.	Number of IOs registered	This intends to measure number of IOs registered	2021	198	13 %	16 %	22 %	25 %	24 %	Administrative data	Various	Quarterly	Report	Quarterly	DO
xi.	Number of IOs capacitated	This intends to measure the number of IO trained	2021	200	13 %	16 %	22 %	25 %	24 %	Administrative	Training	Quarterly	Report	Quarterly	DO
xii.	Resource Mobilization strategy in place	This intends to verify resource mobilization strategy	2023	NA	1	-	-	-	-	Administrative	Various	Annually	Resource mobilization strategy	Annually	DPME
xiii.	Staffing and working facilities for TIDCO in place	This intends to measure number of staffs and working facilities provided to TIDCO	2021	NA	50 %	25 %	25 %	-	-	Administrative data	Assets Register	Annually	Report	Annually	DAHRM

xiv.	Number of operational sources of fund for IDF	This intends to measure number of operational sources of Fund for IDF	2021	3	4	5	5	6	6	Administrative data	Various	Annually	Report	Annually	DO
xv.	Annual revenue collection for IDF	This intends to measure the increase of revenue collection for IDF	2021	873 Million	15 %	12 %	11 %	10 %	10 %	Administrative data	GePG	Annually	Report	Annually	CA
xvi.	Working facilities for IDF Staff in place	This intends to measure number of staff and working facilities provided to IDF Unit	2021	4	50 %	25 %	25 %	-	-	Administrative data	Assets Register	Annually	Report	Annually	DAHRM
xvii.	Database for private sector involving in irrigation development in place	This intends to verify the availability of private sector database	2023	NA	1	-	-	-	-	Administrative data	Database	Annually	Report	Annually	DPME
xviii.	Registration of Private and Individual irrigators in place	This intends to verify the list of Private and Individual irrigators registered under the planned period	2023	NA	50	200	300	150	100	Administrative data	Register	Annually	Report	Annually	DO
xix.	Number of private sectors linked with the financial institutions	This intends to measure number of private sectors linked with the financial institutions	2021	5	20	35	35	35	35	Administrative data	Various	Quarterly	Report	Quarterly	DPME
xx.	Private sector	This intends to	2023	NA	1	-	-	-	-	Administrative data	Various	Annually	Report	Annually	DPME

	engagement guideline in place	verify the availability of private sector engagement guideline								rative data					
xxi.	Number of private sectors engaged in irrigation development	This intends to measure number of private sectors engaged in irrigation development	2021	30	40	50	65	80	60	Administrative data	Various	Quarterly	Report	Quarterly	DPME
xxii.	Irrigation area (ha) developed by private sector ('000)	This intends to identify area (ha) under irrigation developed by private sector	2021	54	20	30	50	65	45	Administrative data	Enumeration	Annually	Report	Annually	DPME
xxiii.	Coordination system in Research in place	This intends to verify Coordination system in Research	2023	NA	-	-	-	-	-	Administrative data	Various	Annually	Report	Annually	DDR
xxiv.	Irrigation research register in place	This intends to verify the list of irrigation research players registered under the planned period	2021	1	5	7	9	9	7	Administrative data	Register	Annually	Report	Annually	DDR
xxv.	Resource mobilization plan for research in place	This intends to verify resource mobilization plan for research	2023	NA	1	-	-	-	-	Administrative	Various	Annually	Resource mobilization strategy	Annually	DDR
xxvi.	Irrigation Research and	This intends to verify the availability of research and	2022	0	1	-	1	-	-	Administrative	Various	Annually	Research and Irrigation Resource	Annually	DDR

	Resource Center established	irrigation resource center											Centre		
xxvii.	Strategic Human Resource Plan in place	This intends to verify Strategic Human Resource Plan	2021	1	1	1	1	1	1	Administrative	HCMIC	Annually	MTEF	Annually	DAHRM
xxviii.	Number of Regional Irrigation Offices constructed	This intends to verify number of constructed Regional Irrigation Offices	2022	19	4	4	4	4	3	Administrative	Various	Annually	Report	Annually	DAHRM
xxix.	Number of Regional Irrigation Offices rehabilitated	This intends to verify number of rehabilitated Regional Irrigation Offices	2022	7	2	2	1	1	1	Administrative	Various	Annually	Report	Annually	DAHRM
xxx.	NIRC head Office at Dodoma constructed	This intends to verify NIRC head Office at Dodoma	2023	NA	1	-	-	-	-	Administrative	Various	Annually	Report	Annually	DAHRM
xxxi.	Number of NIRC staff facilitated with working facilities	This intends to measure number of staff and working facilities provided	2022	213	50 %	25 %	25 %	-	-	Administrative data	Assets Register	Annually	Report	Annually	DAHRM
xxxii.	Number of NIRC Staff capacitated through long training and short courses	This intends to verify number of NIRC Staffs trained	2021	5	25 %	25 %	25 %	25 %	25 %	Administrative data	Various	Annually	Report	Annually	DAHRM

xxiii.	Increased water availability for other users downstream	This intends to increase water availability for other users downstream	2023	NA	15	15	15	15	15	Survey data	Observation/enumeration	Quarterly	Report	Quarterly report	ESMU
xxiv.	Reduced number of water use conflicts	This intends to reduce number of conflicts on water use	2023	NA	10	10	10	10	10	Survey	Various	Quarterly	Report	Quarterly report	DO
xxv.	Number of irrigation schemes using Water use efficient technologies	This intends to measure number of irrigation scheme using water use efficient technologies	2023	NA	15	15	15	15	15	Survey data	Observation/enumeration	Quarterly	Report	Quarterly	DDR
xxvi.	Number of EIA in irrigation project	This intends to know number of environmental assessments in irrigation project	2023	NA	12	12	12	12	12	Survey data	Enumeration	Quarterly	Report	Quarterly	ESMU
xxvii.	Number of Environmental Audit in irrigation schemes	This intends to environmental audit done in irrigation schemes	2023	NA	11	11	11	11	11	Survey	Various	Annually	Report	Annually	ESMU
xxviii.	Number of Environmental staff capacitated	This intends to know number of environmental staff trained	2023	NA	12	12	12	12	12	Survey	Various	Annually	Report	Annually	ESMU
xxix.	Amount of yield (tons)	This intends to measure productivity	2023	NA	4	4.5	5	5.5	6	Survey data	Enumeration	Annually	Report	Annually	DO

	obtained per acre														
xl.	Improved food security to the country	This intends to reduce hunger	2023	24	26	27	28	29	30	Survey data	Enumeration	Annually	Report	Annually	DO
xli.	Sustainability of irrigation scheme	This intends to measure effectiveness and efficiency of irrigation scheme	2023	NA	55	53	51	49	47	Survey	Various	Annually	Report	Annual report	DO
xlii.	Amount of revenues collected	This intends to know amount of revenues collected	2021	873 million	15 %	12 %	11 %	10 %	10 %	Administrative data	GePG	Annually	Report	Annually	CA
xliii.	Number of enhanced effective management of irrigation projects	This intends to enhance effective management of irrigation projects	2023	NA	44	43	40	40	40	Survey	Various	Annually	Report	Annual report	DO
xliv.	Number of awareness campaign on conservation and management of environment and ecosystems	This intends to measure number of awareness campaign on the conservation and management of the environment and ecosystems	2023	TBD	100	1500	200	300	500	Administrative data	Various	Annually	Report	Annual report	EMU
xlv.	Number of irrigation schemes	This intends to identifies number of irrigation	2023	TBD	300	300	300	300	300	Administrative data	Various	Annually	Report	Annual report	DO

	promoted with utilization of smart nutritional technologies for production of safe food	schemes with promoted and adopted smart nutritional irrigation technologies												
xlvi.	Number of irrigation schemes with post-harvest handling facilities.	This intends to know number of irrigation schemes with post-harvest storage and handling facilities	2023	TBD					Survey	Various	Annually	Report	Annual report	DO

5.4.2 Review Plan

The plan is expected to be reviewed at various intervals in order to check its implementation progress. Reviews will also ascertain the practicability of the plan if it is consistent with the broader perspective of NIRC in all times. The planned reviews consist of review meetings and Rapid Appraisal.

5.4.2.1 Review Meetings

Various meetings will be held to review and evaluate the effective achievements of the plan. The types of meeting that are expected to review this strategic plan are as shown in Table 6.

Table 6: Review meetings

Type of Meeting	Frequency	Chairperson	Participants
Departmental/Units Meetings	Quarterly	Head of Department/Unit	Department/Units Staffs
Management Meetings	Quarterly	Director General	Head of Departments/Units
Board Meetings	Quarterly	Board Chairperson	Board Members
Audit Committee	Quarterly	Audit Committee Chairperson	Audit Committee Members
Tender Board	Quarterly	Tender Board Chairperson	Tender Board Committee
Budget Committee	Monthly	Director General	Budget Committee Members
HIV/AIDS and Non-Communicable Diseases Committee	Quarterly	Director General	HIV/AIDS and Non-Communicable Diseases Committee Members
Workers Council	Director General	Director General	Workers Representatives Members
Entry and Exit Audit Meetings	Situational	Director General	Management
Ethics Committee	Quarterly	Director General	Ethics Committee Members
Risk Management Committee	Quarterly	Risk Management Chairperson	Risk Management Committee Members
Personal Emolument Committee	Annually	Personal Emolument Committee	Personal Emolument Committee Members

5.4.2.2 Rapid Appraisals (RAs)

Rapid Appraisals will be undertaken using multiple methods and techniques in a quick and systematically manner in order to collect data and information regarding to the implementation of the strategic Plan. Rapid Appraisalsthat are expected to be undertaken within the next five years is provided in **Table 7**.

Table 7: Rapid Appraisal

No.	Study	Description of the Study	Questions guided by study	Methodology	Time frame	Responsible Person
1.	Sustainable irrigation financing	This study intends to explore reliable and sustainable sources of fund for irrigation development	What are the reliable and sustainable sources of fund for irrigation? What are the best methods to charge irrigation service fees?	Survey	July 2024	DPME
2	Private sector participation in irrigation	This study intends to assess participation of private sector in irrigation	What are the challenges facing private sector participation in irrigation? What are the strategies to enhance private sector participation in irrigation? What are the appropriate PPP	Survey	2025	DPME

			approaches suitable for irrigation sector?			
Irrigation Personnel and working condition	This study intends to assess number of irrigation personnel and their working condition	What are the numbers of personnel at NIRC? What are the kinds of personnel at NIRC? What is the status of the Staff working condition?	Survey	2025	DAHRM	

5.4.3 Evaluation Plan

The evaluation plan outlines how the evaluation will be conducted to facilitate measuring the achievements of the strategic plan. The plan outlines the assessments that are expected to be carried out, their explanations, the key questions that will guide the assessment and the timing of the assessment. The Evaluation plan is provided in **Table 8**.

Table 8: Evaluation Plan

Evaluation	Description of the Evaluation	Evaluation Questions	Methodology	Time Frame	Responsible
Area under Irrigated agriculture	This intends to verify area under irrigation, mostly adopted irrigation technologies and production and productivity per unit area.	What is the total irrigated area? What is the area demarcated and declared for irrigation? What are the mostly adopted water use	Survey	July 2025 and July 2028	DDR

		efficiency technologies in irrigation?			
		What are the production and productivity per unit area in the irrigation scheme with the improved irrigation infrastructure?			
Financial resources for irrigation development	This intends to assess irrigation financing	What are the financing mechanisms for irrigation development?	Survey	July 2025 and July 2028	DPME
		What are the total resources allocated and disbursed for irrigation developments?			
		What are the sources of financing?			
		What are the total amount of IDF collection and expenditure			
Irrigation Infrastructure	This intends to assess irrigation infrastructure rehabilitated, completed and newly constructed	What is the number of irrigation schemes improved? How many water storage facilities improved?	Survey	July 2025 and July 2028	DID

5.4.4 Reporting plan

The reporting plan outlines the manner various information will be provided on all aspects of the strategic plan. The reporting plan focuses on internal reporting and external reporting.

5.4.4.1 Internal Reporting Plan

Internal reporting covers reports prepared and used within the NIRC. These are reports that are provided monthly, quarterly and semi-annually basis. Internal reporting plan shown in **Table 9**.

Table 9: Internal Reporting Plan

Type	Recipient	Frequency	Responsible
Progress Reports	DPME	Quarterly	Heads of Departments
Monitoring and Evaluation Report	DG	Semi Annually	DPME
Internal Audit Report	DG	Quarterly	CIA
Project Reports	DPME/CA	Quarterly	Heads of Departments

5.4.4.2 External Reporting Plan

External reporting includes all information that is provided outside the NIRC. External reporting plan is shown in **Table 10**.

Table 10: External Reporting Plan

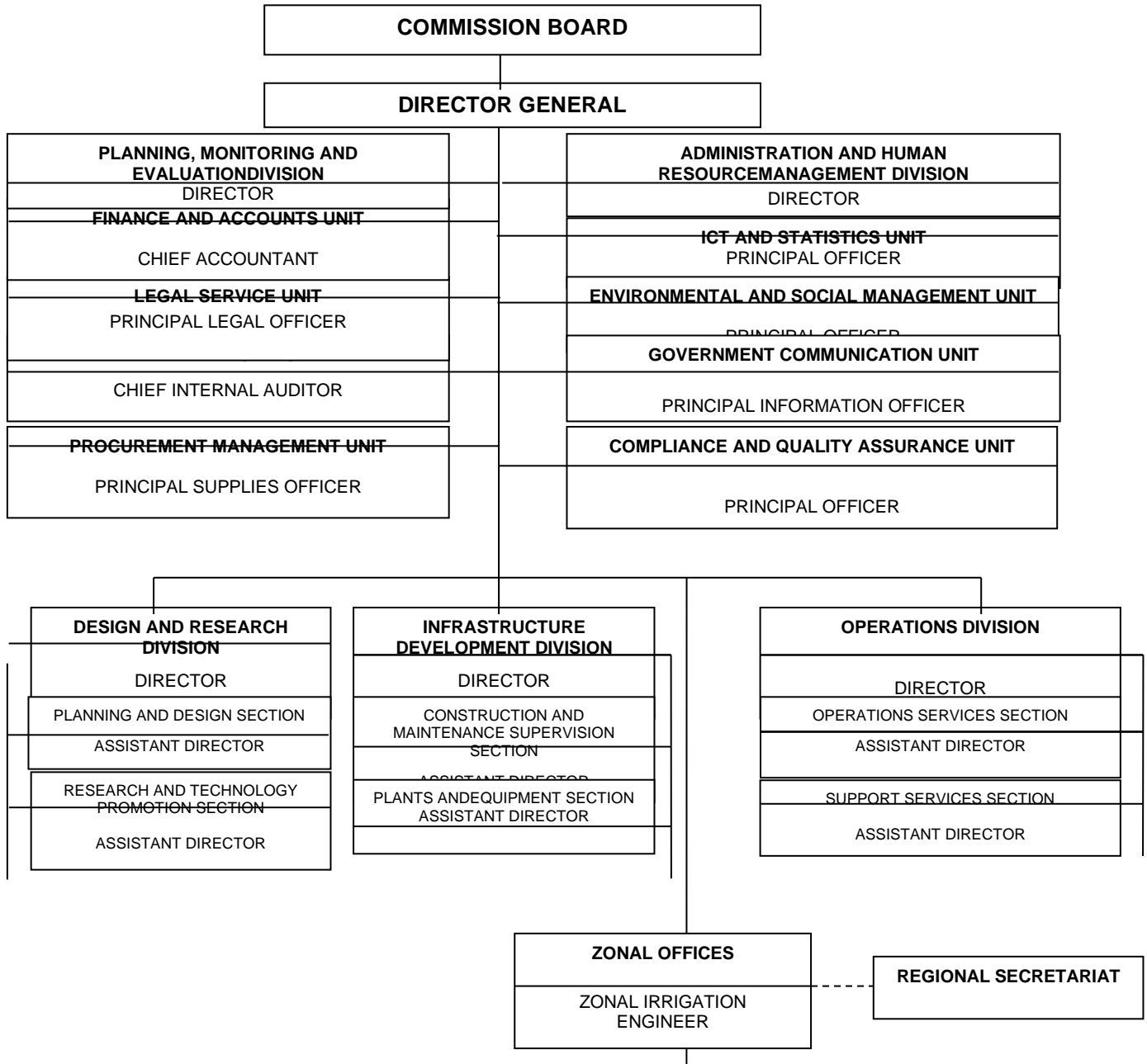
Type	Recipient	Frequency	Responsible
Progress Reports	Ministry of Finance	Quarterly	DPME
Annual Performance Report	Ministry of Agriculture	Annually	DPME
Economic Status Report	Ministry of Agriculture	Annually	DPME
Financial Statement	Ministry of Finance	Annually	CA

and CAG			
Implementation of the Election Manifesto (CCM)	Ministry of Agriculture	Annually	DPME
ASDP II Progress Report	PMO	Annually	DPME
Engineering Annual Return Report	ERB	Annually	TIDCO
Project Reports	Ministry/Institution Coordinating Project	Quarterly	Project Coordinators
Employees Report	Public Service Commission	Quarterly	DAHRM
Implementation of Ant- Corruption Report	Chief Secretary – State House	Quarterly	DAHRM
HIV/AIDS and Non – Communicable Diseases report	President Office Public Service Management and Good Governance	Quarterly	DAHRM
Open Performance Appraisal System (OPRAS)	President Office Public Service Management and Good Governance	Annually	DAHRM
Ethics and Good Governance Report	President Office Public Service Management and Good Governance	Quarterly	DAHRM

ATTACHMENT

THE APPROVED ORGANISATION STRUCTURE OF THE NATIONAL IRRIGATION COMMISSION

(Approved by the President on 15th November, 2018)



Strategic Plan Matrix

Objectives	Strategies	Targets	Outcome Indicator	Responsible
HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved	Combat HIV, AIDS and Non-Communicable Diseases at work place	HIV/AIDS and Non-Communicable Diseases Situation Analysis conducted by December 2028	HIV/AIDS and Non-Communicable Diseases cases reduced.	DAHRM
	To develop and implement HIV, AIDS and Non-Communicable Diseases strategy in irrigation sector	NIRC HIV/AIDS and Non-Communicable Diseases strategies developed by June 2028		
	To provide support to NIRC affected staff and raise awareness to reduce the spread	HIV/AIDS and Non-Communicable Diseases Program at work place developed by June 2028		
	Enhance Irrigation sector HIV/AIDS and Non-Communicable Diseases prevention and care guidelines	HIV/AIDS and Non-Communicable Diseases prevention and care guidelines in place by 2028.		
Effective Implementation of National Anti-Corruption Strategy enhanced and sustained	Promote good governance and ethical conduct as a major strategy to achieve the above Objective	Action Plan for preventing and combating corruption at the work place implemented by 2028	Corruption cases at work place reduced.	DAHRM
	Create awareness and transparency on anticorruption	NIRC Good Governance Plan implemented by 2028	Good governance practiced.	
	Create sensitization on anticorruption	Number of sanitization campaigns undertaken		

	Implement institutional anticorruption plan			
Irrigation infrastructure improved and Area under irrigation increased.	Demarcate and declare irrigation areas	Irrigation area in three zones demarcated and declared by 2028	Area under irrigation increased.	DID
	Conduct feasibility studies and design	208 feasibility studies and design conducted by 2028		
	Rehabilitate, complete and construct new Irrigation infrastructure	261 irrigation schemes rehabilitated and completed to increase 111,192 ha under irrigation by 2028		
		208 new irrigation schemes constructed to increased 136,928 ha under irrigation by 2028		
	Irrigators Organizations (IO) capacitated on Operation and Maintenance of the irrigation infrastructure	549 IOs capacitated on Operation and Maintenance	Operation and maintenance of irrigation infrastructure enhanced.	
Irrigation Financing improved	Establish Resource Mobilization Strategy for irrigation development Strengthening the Irrigation Development Fund	Resource Mobilization Strategy for irrigation Development established by 2028	Access to funding for irrigation development in the country enhanced.	DPME
		Irrigation Development Fund (IDF) strengthened by 2028		

		Tanzania Irrigation and Drainage Consultancy Bureau (TIDCO) strengthened by 2028		
Participation of private Sector in Irrigation enhanced	Establish database of private sector involved in irrigation	Database for the private sector involved in irrigation established by 2028	Private sector participation in irrigation sector increased.	DPME
		Private and Individual irrigators registered by 2028		
	Establish coordination link strategy of private sector with financial institutions	Coordination link between private sector with financial institutions established by 2028		
	Establish collaborative mechanism of private sector engagement in irrigation development	Collaborative mechanism of private sector engagement in irrigation development established by 2028		
	Promote private sector to invest in irrigation agriculture			
Research on Irrigation Enhanced	Establish coordination systems among irrigation research players	Coordination systems among key irrigation research players established by 2028	Problems and challenges that hinder irrigation development having researched responses.	DDR
		Irrigation Research register established by 2028		
	Establish resource mobilization plan for	Resource mobilization plan for irrigation		

	irrigation researches	researches established by 2028		
	Establish Irrigation Research and Resource Centre	Establish Irrigation Research and Resource Centre established by 2028.		
	Establish Irrigation Research and Resource Center.	Irrigation Research and Resource Center established by 2028		
Irrigation Personnel and Working Environment Improved.	Strategic Human Resource Plan develop	Strategic Human Resource Plan developed and implemented by 2028	Availability of adequately qualified staff	DAHRM
	Conducive working environment for irrigation staffs established	Permanent ten (10) Regional Irrigation Offices constructed by 2028	Decreased labor turnover	
		Eight (8) Regional Irrigation Offices rehabilitated by 2028		Operational efficiency of staff increased.
		Construction of NIRC head Office at Dodoma completed by 2028		
	NIRC staffs facilitated with working facilities by 2028			
Strengthening the capacity of the NIRC staffs	Capacity building to NIRC Staffs facilitated by 2028			
Climate Smart Agriculture and Irrigation Technologies Adopted	Integrate adaptation options that would help resilience in irrigation planning processes and	Environmental conservation and management in irrigation area promoted by 2028	Irrigation scheme productivity increased.	EU

	implementation		Sustainable water management system enhanced.	
	Promote water use efficiency technologies	Water use efficient technologies in 549 irrigation schemes promoted by 2028		
	Adopt sustainable irrigated land and water management	EIA for 549 irrigation schemes conducted by 2028		
		Environmental Audit in 549 irrigation schemes conducted by 2028		
	Strengthen knowledge and systems to target climate action	Environmental staffs capacitated to target climate action by 2028		
Production and Productivity irrigation improved and of sector	Support IO's in irrigation interventions	1,300 Irrigation schemes, facilitated on preparation of O&M plans by June, 2028;	O&M of the irrigation schemes strengthened	DO
	Establish and maintain production data bank	Production databank established and linked to the National database by June, 2028;	Availability of the production data in irrigation schemes enhanced	
	Promote use of appropriate technologies in irrigated agriculture	10,000 irrigators and leaders trained on Good Agronomic Practices by	Capacity of farmers in the irrigation schemes	

		June, 2028;	enhanced	
	Promote diversification and intensification of irrigated crops	Diversification and intensification practices of irrigated crops promoted in 1,000 schemes by June, 2028	Diversification and intensification practices of irrigated crops promoted	
Operation and Maintenance of irrigation schemes improved Rationale	Enhance capacity of irrigators' organizations	1,300 Irrigators Organizations (IO's) trained on irrigation schemes management by June, 2028	Sustainability of irrigation scheme	DO
	Develop Irrigation Service Fee Collection Strategy	Irrigation Service Fee Collection Strategy developed by June, 2028	Increased amount of collected revenues	
	Establish data bank of IO's and IO's members.	Irrigation service fees collected from 2,773 schemes by June, 2028	Increased amount of collected revenues	
		2,400 IO's registered by June, 2028	Increased amount of collected revenues	
		Databank for IO's established by June, 2028	Availability of irrigation data (IO's and Private irrigators)	
		500 private irrigators registered by June, 2028	Private irrigators)	

Legal framework and National Irrigation (NIRC) Organization structure improved	Amendment of the National Irrigation Act No. 4 of 2013 to recognize NIRC District Offices affected	NIRC Act Amended by June, 2028	Improved Legal framework and National Irrigation (NIRC) Organization structure	LU
	Restructuring of the NIRC Organization Structure to provide for Regional and District NIRC offices affected	NIRC Organization Structure reviewed by June, 2024		
	Awareness on National Irrigation Act to stakeholders created	Ten (10) awareness campaigns on National Irrigation Act to stakeholders conducted by June, 2028.		
Management of Environment and Ecosystems enhanced and sustained	Promote awareness on management of environment and ecosystems	Community awareness campaign on Conservation and management of Environment and ecosystem conducted to at least 70% of the irrigation schemes by June, 2028	Enhanced and sustained Management of Environment and Ecosystems	EU
		ESMP and IPMP in at least 70% of the existing irrigation schemes prepared and disseminated by June,		

		2028		
Multi-Sectoral Nutritional Services Improved	Promote sustainable and resilient food systems that is responsive to nutrition needs	Promote availability of safe and micro nutritional rich food in at least 70% of the irrigation schemes by June, 2028	Improved Multi-Sectoral Nutritional Services among irrigation stakeholders	DO
		Promote utilization of smart nutritional technologies for the production of safe food in at least 70% of irrigation schemes by June, 2028		
		Strengthen the utilization of good post-harvest handling processes (warehouses and cold chain storage) to at least 50% of the irrigation schemes by June, 2028		
		Promote Nutritional services to NIRC staff by June, 2028		